

Intercom is the employee magazine of BAM International bv – 21st volume, nr 5, December 2011

Civil works for the cement factory in Tuban, East Java

Digging in at the Holcim site



Holcim project team

Work is starting at the Holcim cement factory, after the staff members have been setting up facilities for the two-year project since September. Project manager Antoine de Winter reports.

BAM Decorient is a subcontractor for the civil works component of Holcim's new cement factory, Polysius AG being the main and EPC contractor. Holcim, a regular cement and concrete supplier of BAM projects in Indonesia, is one of the many Western-based companies whose investments show faith in Asia's development.

Settling into local conditions

The construction site is located in Tuban, some 650 kilometres east of Jakarta on Java's north coast. Here, the first staff arrived in September to construct the temporary facilities on site and to prepare the housing. Among them, Construction manager Evangelos Argiroudis and

Superintendent Bob Herbert, who are now settling in. By the end of November the construction team was fully assembled, including a mix of new recruits and experienced BAM Decorient staff. They will be joined by the engineering team which has until now been operating from BAM Decorient's Jakarta office.

Meanwhile, the first bored piling works started. The aim is to have the initial structures ready in eight months, when the equipment is due to be installed. Plenty to do, but the team is in place to deliver. ■

View on iPad

Now you can also read the latest issue of View, BAM International's client magazine, on your iPad. Swipe through at your leisure and see the extra pictures and movies.



Available on the App Store



His Excellency Minister Engineer Mohsin bin Mohammed bin Ali al Sheikh, Advisor of our client Diwan Royal Court, paid a visit to our project Oman Botanic Garden. Project Manager Maged Fares: 'We welcomed him with a gift relating to the project. The Minister was very impressed by the activities of the BAM/Target joint venture so far and would very much like to attend the next mile stone, being the ceremony topping-out once we finish our concrete works.'



Production started on the Aqaba Container Terminal, Jordan

Headed for a first milestone

After the challenges related to the mobilisation stage, production is now underway on BAM's first project in Jordan. Project manager Stan Aarts reports.

The first construction activity to get started was driving piles for the combi wall. This structure consists of 1219-mm diameter piles. The first piles need to be driven five metres deep into a hard layer. As this hard layer is defined by blow counts, nobody was sure to what depth the piles would be driven. We almost needed a crystal ball to decide what length to make the piles, although we knew for sure that we would need to splice the piles on site. Now that the first piles have been driven to depth we know that the length can be expected to be around 57 metres. This means we can manage with one field splice as per planning.

progressing seven days a week to make sure we achieve the first milestone of the project: full access on 21 December 2011! We are confident we will achieve this target.

And it's not only on site that we are achieving our first successes: as Joe Byrne reports on page 3 in this Intercom, we have also done very well in passing the Lloyd's audit. The team has worked very hard to get all the systems and procedures in place in time for the audit. Their hard work paid off and we are very proud to have achieved for the first time in BAM International's history a result of nil nonconformities! ■

Confident about the target

In the meantime the access road construction, by our partner MAG, is



Almost there: the last pipes for Lusail's Central Outfall were laid in the first week of November, just before the Eid al-Adha religious holiday which commemorates Abraham's willingness to sacrifice his son Ishmael. Hard work from the team on site and favourable tides have taken the project slightly ahead of schedule. After the Eid, work continued on placing the remaining concrete blocks, backfilling and armour rock.



At the Golar LNG project, the first of nine offloading platforms has arrived at the open water construction site. Weighing 125 tons, the platform was prefabricated in Batam. The offloading platform, once installed, will be where the gas line from the onshore power plant connects to the stationary FSRU vessel.



BAM International presents itself to Dutch students

Meeting our future colleagues

First contact between BAM and Dutch students has been made easier through a partnership with Avans Hogeschool, a university of applied sciences in the southern part of the Netherlands. BAM International recently visited the school's Tilburg location to teach students about life and work abroad.

Marco Hop and Marije Blom visited Avans Hogeschool in Tilburg to give a presentation on working and living abroad for BAM International. The Royal BAM Group and Avans Hogeschool have a partnership since 2008 with the main goal to exchange knowledge and experience and to establish first contact between BAM and students.



Immediate result

In two sessions Marco and Marije informed third year students about recent projects and the various aspects of employment within BAM International. More specifically, students could learn about the personal aspects that come with working and living abroad. As Marco says,

'We explained which core competences BAM International considers necessary for students to be successful abroad and which tools the Personnel and General Affairs department has to determine if they or future colleagues meet the requirements'. In addition, the two presented possibilities for internships, graduation assignments and the YEP programme.

The presentation was part of the lecture 'International projects and skills needed for this', which also included a presentation by two students about their internship in South Africa. Their enthusiasm helped several students in the audience decide to apply for internships. All in all it was a successful day and it shows that this effort is helpful in finding potential colleagues. ■

Bas Schoots was one of the speakers at the symposium "Business As Development" that was held in October by Kivi Niria, the Dutch association for engineers and engineering students. Focus of the symposium was on how engineers can start, or have started, sustainable businesses that will contribute to the (economic) growth of developing countries.



OBG team takes CSR to a local school

Back to school in Oman

Another initiative from the Oman Botanic Garden team to leave behind something more than what the contract states: they will be taking care of lots of little tasks in cleaning and improving the school's environment.

- fixing basketball rings on the playground;
- planting trees along the access route.

If the school agrees, the team would also like to organise an end of the year surprise party, in which Santa Claus could bring them gifts such as polo caps, school bags and pencil boxes.

A contribution to education

The team may also be taking part in the education of students, through educational site visits for senior students. The idea is that students would get a chance to interact with the project team, get an initial safety introduction and experience an actual construction site. Who knows, the experience might inspire some of them to take up a career in construction and make a positive contribution to their country's future. In addition, the team has been invited to come to the school to provide instruction in safety programmes as part of a training programme that will lead to government certification. ■

A delegation from the Oman Botanic Garden project visited the local government school recently and discussed BAM's CSR message with the school's management. The initiative was greatly appreciated and together the school and the project team have drawn up a list of tasks that the team will take upon itself starting December:

- picking up litter around the school;
- providing an open shade structure close to the playground;
- providing volleyball and football nets for the playground;
- creating cement barriers (painted orange and green with the BAM logo);
- fixing handrails on the edge of the playground and steps;

Lessons learned

'Know your client's drive'

Last year, tendering activity at BAM International reached a whole new level. The changing market also meant that the way tenders are approached was reconsidered. Bas Schoots, Tender manager, shares the lessons learned from the Monrovia tender.

Characteristic of the Monrovia tender was that we were in on the process at an early stage. It started with involvement through our business development colleagues who were getting to know our global client and their outlook. They brought the name BAM to the client's attention, after which we started the tender even prior to the release of the tender documents. By being pro-active we were able to take our time to get to know our client's needs as well as the new market of Liberia.

A positive result

Once the tender was there the process was characterised by a very open style of communication. Risks and opportunities in particular were discussed openly, and we introduced a risk budget as a format for sharing the pain and the gain. The open communication also allowed us to put our colleagues from BAM Infraconsult in a recognisable position, which resulted in the award of the so-called pre-contract design.

To keep the momentum and stimulate the process even further, an engineer from Haskoning took office in Gouda to

ensure more synergy and to improve efficiency in both time and quality of the design process. Finally, because of the optimised design and the pleasant relations between all involved, BAM International was awarded the project.

What we learned

Looking back on the process, the key elements of our new and successful approach were:

- being pro-active;
- discussing the risks and opportunities;
- stimulating open communication;
- making sure we got to know the client's drive. ■

The market is changing and we can follow.



Meet Theresa Mensah-Agboh

A building technology graduate from Ghana, Theresa is now really going places as a Quantity surveyor for BAM International.

'Throughout my career as a Quantity surveyor I've been inspired by the successful projects undertaken by BAM International in Ghana. My dream of gaining international working experience finally came true when I joined BAM International in Liberia at the project to construct the 600-metre quay wall at the Port of Monrovia.

The things that impress me most are the meticulous way the team deals

with project planning, quality assurance and safety, as well as their drive to excel in production and to deliver on time. There's no doubt I'm in one of the best working environments around! With the experience I gain here, I hope to be deployed to other projects worldwide to help improve countries' infrastructure, and by doing so contribute to the socio-economic development of their people.' ■

Worldwide BAM Safety Day

BAM teams all over the world took part in the activities surrounding BAM Safety Day 2011. Together with construction partners they took some time to look at safety from the perspective of the Group's and its operating companies.

BAM Safety Challenge

While the organization of the day was left to regional offices and project teams, there was one shared event: the BAM Safety Challenge. This online quiz consisted of 25 questions, one from each operating company in the BAM Group. This way, BAM personnel all around the world could acquaint themselves with their colleagues' various safety campaigns.

Workshops at the head office

In Gouda, at the BAM International head office, several workshops were held to deepen or brush up everyone's knowledge of safety issues. After an introduction by Managing director Martin Bellamy and Safety manager Ad Wittens, this staff was divided into three groups to attend workshops on first aid, personal protective equipment and how to deal with aggressive behaviour. ■

The BAM International winner of the BAM Safety Challenge was Document controller Taranath Karkera from the Oman Botanic Garden project. He showed the most extensive knowledge of safety initiatives and won an iPad 2, which was handed over to him by country manager Yousef Salhah.



Ad Wittens explains about personal protective equipment

Life-saving techniques, best practiced on a dummy



Not fooled by trick questions: the winning team of the Lusail safety quiz

Think Act Live Safe in Lusail

The Lusail team were joined by staff from the client and the supervising consultant. There were drinks, snacks and cakes, and everyone took part in the special group quiz. The questions were about safety of course, with enough trick questions and twists to help make the day a fun experience.

The occasion also marked the milestone of 325,000 safe and accident free hours, a number that holds a promise for what can be achieved by the end of the project.



Omani team sets a safety record

The Oman Botanic Garden project scored a record general score of 72% in Royal BAM Group's SAA audit, well above the target of 67%. 'The team deserves a pat on the back,' says Project manager Maged Fares. 'BAM and Target personnel have worked together since last March to establish an effective team full of mutual trust and respect.' Safety awareness plays a key role in this project.

FAT IF: Safety acronyms explained

From some feedback that we received on the presentations during the BAM World Wide Safety Day, it turned out that it is not always clear what we mean with some abbreviations, such as FAT or SI or LTI or any of the other acronyms often found in texts about safety on the workforce. For some explanation of the common and more puzzling ones, take a look at the Safety site on SPOT.

Climbing Krakatau

For staff at BAM Decorient in Indonesia, Krakatau is a distant but ever-present backdrop to their daily work. With the PNG LNG precast project and Gorgon Xbloc project coming to an end, a group of them found time to pay the volcano complex a visit. Project manager Jan Roos tells us what it was like.

At 7 am on Sunday morning, 16 staff members from the PNG and Gorgon projects boarded three small boats. It took about an hour and a half to travel the 40 kilometres from Java to Krakatau. As we approached, it was magnificent to see the released rocks, lava and sulphur around the slopes of the crater.

Safe day to climb

There was no eruption alert status on that Sunday, so we could even climb to the rim of the old crater which is approximately 100 metres above sea level. Anak Krakatau currently measures about 300 metres above sea level and is two kilometres wide.

With the dust and the heat, climbing conditions were too hard for some, but most of us reached the top. The view up there is spectacular, and no sounds were heard from Krakatau! Before returning to Java we visited a small private beach on a nearby island, enjoyed lunch and took this rare opportunity to swim near an active volcano.

Just how rare this opportunity was became clear a week later. The Jakarta Post reported that Anak Krakatau was producing five thousand tremors a day. The alert level had been raised to three and the site closed for visitors. ■



Lloyd's audit at the Aqaba Container Terminal project, Jordan

'Congratulations to the ACT team'

Many positive firsts were recorded when the newly started project in Aqaba was the scene of this year's quality audit, reports Quality manager Joe Byrne.

At the end of October I set off with the Lloyd's auditor Ludger Lavaleije for the Aqaba Container Terminal project. This was my first visit to Jordan and I was looking forward to seeing the project and meeting the project team. I was quietly confident that the project would perform well during the audit and with good reason.

The benefits of a deadline

When I mentioned our proposal to audit the Aqaba project to Project manager Stan Aarts four months earlier, Stan was busy getting the project started. His reaction was, 'This deadline is good for us as well, to get our house in order

without any delay'. It was to be Stan's first Lloyd's audit experience.

The commitment of Area QA/QC manager, Christo Tromp, providing assistance and guidance to the team with setting up the system and ensuring that all of the requirements of ISO 9001 were in place, was total. He also helped to get the project QA/QC engineer Mohamed Hassan Raza up to speed. Mohamed had recently come over from the Lusail project in Oman.

Full compliance

Getting back to the audit; the auditor interviewed key staff and followed several audit trails, delving deeper and deeper. But the team was

undaunted and produced the required evidence and demonstrated compliance with ISO 9001 every time.

At the closing meeting the auditor complimented the team on an excellent performance – no nonconformities were recorded. Which brings me to another first: the Aqaba Container Terminal Project is the first project to achieve a result of 'nil minor nonconformities' since we received our Lloyd's certificate back in 2000. This gives us a clean sheet going into the second part of our three-yearly re-certification at the head office in Gouda next May. ■



Pepele project update

'We're well ahead of schedule'

After a rocky start the Pepele jetty project is now nearing its end, with still some busy last few weeks ahead. Project engineer Rick van Lent reports.

On 1 October we officially handed over the refurbished jetty with new mooring dolphins to our client, the mining company African Minerals Ltd. (AML). AML called it 'the best looking jetty in Africa,' and who are we to disagree? This milestone has of course been celebrated with a barbecue with the entire project team on board of our crane barge Marlin.

The proof of the pudding is in the eating. In this case, that was the first ship being loaded with iron ore. The loading operation involves the ship turning around several times to ensure the load is evenly distributed - so the fenders and quick release hooks we had installed were thoroughly tested! But everything went smoothly.

Time for a little extra work

Our job now is to finish the installation of the navigation platforms. Getting all the materials to site was problematic, but everything is on board now and we're making rapid progress. As we speak, we're already halfway the installation of the navigation aids. In fact, we're so well ahead of schedule that the client asked us to help out with some heavy lifting work in between our normal operations: the transport of two Caterpillars 992 and two Thor radial stackers from the port of Freetown to Pepele.

So with the finish line in sight and some challenges still to overcome, spirits are high. We even found time in the weekend to fish in the Atlantic just outside Freetown. The expedition, like this project, was a big success. ■



Above: Barbecue on the barge. Below: Assembling of the navigation platform



Satisfied stakeholders: Martin Thomason (KJVG), John Campbell (KJVG), Jan Roos (BAM Decorient), Derek Williamson (Holcim Beton Indonesia) and Johann van der Merwe (Chevron).

Head office employees meet their Libyan colleagues for the first time in months: Yousef Salhah (left), Rob Stalfoort (fourth from the left), Mohamed Ali Lamin (Deputy GM, sixth from the left) and Nuri (office employee, seventh from the left). The other men in the picture are safety guards, including Mohamed Ali Lamin's son (flanked by his father and Rob).



Libyan clients ready for a restart

At the request of our long-standing client Zueitina Oil Company (ZOC), a small delegation from BAM International and its partner Fabricom visited Libya in November. ZOC hopes our teams can be back on site as soon as possible. The GMC contract is still in place, reports Contracts manager Rob Stalfoort.

During the visit, the delegation was able to ascertain that the Tripoli camp has been virtually untouched, thanks to the efforts of Deputy general manager Ali Lamin and his team. The Libyan head office could therefore be operational again within a matter of days. It's reported that the camps at ZOC terminal, 103 and Sabah have also come through the turmoil with minor damage.

ZOC is preparing to resume its activities. Existing contracts will still be honoured, provided contractors are able to deliver. From meetings with other clients and the Dutch embassy it has become clear that this is the general picture of business in Libya. There are good opportunities to play our part in getting the country up and running again. ■

Looking back on the West Java Xbloc project

Scenes from a project

Production at the Gorgon Xbloc project has come to an end. To commemorate the project's history, Project manager Jan Roos describes some of the deciding moments.

Scene 1: Before

The time is January 2010. I'm meeting Chevron representatives, Mr Andy Wilmer and Mr Max Puddey in a green field in the port of Cigading near Cilegon in West Java. It's been raining. 'Are you sure', the men ask, 'that BAM Decorient can convert this swampy land into a production area and produce 22,000 Xblocs?' I was able to convince them that we can and by the end of April 2010 we were able to start production on the 3.7-hectare site.

Scene 2: The plot thickens

Early 2011. The original quantity is increased to 40,000 Xblocs. Production is in full swing, with more than 300 cubic metres of concrete being poured into the

moulds every day. On peak days, we are producing 80 small (3.6 tons) and 35 big blocs (14.4 tons). Still, the new target requires an extension. This is granted: we now need to finish by the end of December 2011.

Scene 2: After

Wednesday 12 October 2011. The last Xbloc is cast, a milestone event that is attended by senior management from Chevron, KJVG and Holcim Beton. They are invited to cast the final Xbloc and leave their handprint in the wet concrete. Everyone cheers as colourful balloons and pigeons are released into the air. The project has been a great experience, and the team is hoping to continue this business for BAM Decorient and its Australian clients. ■

Looking forward to more projects like these: Jahid Toni (Truck mixer operator, Holcim), Sigit Haryanto (Batcher, Holcim), Ardiansyah (QC inspector, Holcim), Widodo (QC inspector, BAM Decorient), Asep (Production helper, Holcim), Rizk Swastantomo (QA engineer, Holcim), Adi Ramdan (Material handler, Holcim), Kasmun Mugihardjo (Supervisor, BAM Decorient), Sukat (Supervisor, BAM Decorient).

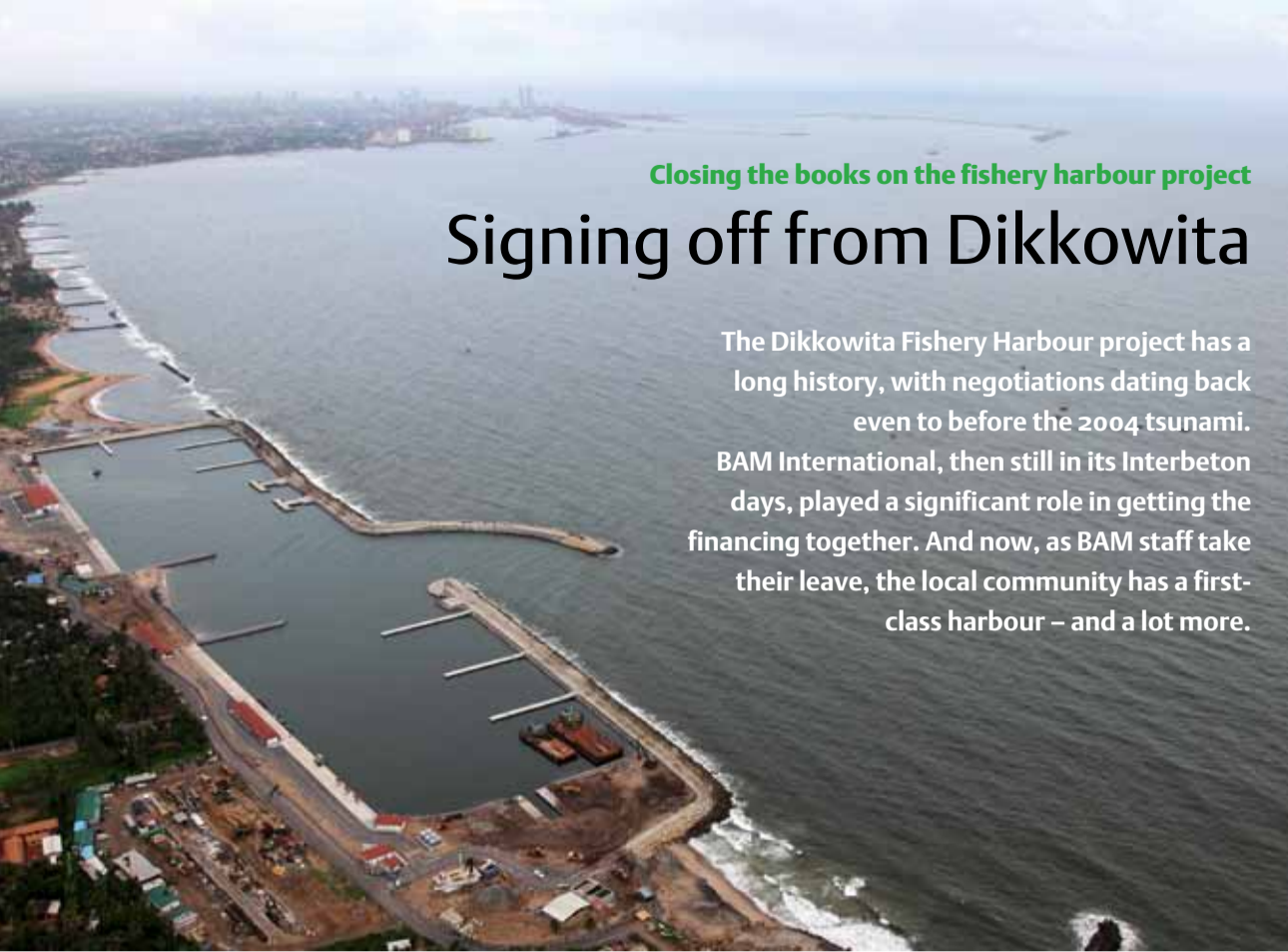
Appreciation for Gorgon milestones

At the milestone ceremony, Chevron awarded the team its second Certificate of Appreciation for the shipment of Xblocs to Barrow Island in a quarantine compliant manner. Due to the strict quarantine requirements on Barrow Island, all Xblocs and storage yards have been chemically treated and every Xbloc was washed before leaving the Indonesian port in West Java. Until now, Chevron quarantine inspectors on Barrow Island have not found any risk material from Indonesia such as insects, animals, plants, food or soil on our blocs!

Individual certificates were handed to BAM Decorient QA/QC Manager Johnny Bautista and Quarantine inspectors Diaz Tovany Sagita and Dimaz Pradiya.

Another milestone worth mentioning: in November 2011 the project passed one million man-hours with one LTI. A wonderful achievement on a site where most of the labour force had never worked on construction sites before. Chevron has decided to award a Safety Certificate of Appreciation for achieving this milestone event. This Safety Certificate of Appreciation will shortly be handed over to project manager in Perth. Continued awareness raising is paying off!





Closing the books on the fishery harbour project

Signing off from Dikkowita

The Dikkowita Fishery Harbour project has a long history, with negotiations dating back even to before the 2004 tsunami. BAM International, then still in its Interbeton days, played a significant role in getting the financing together. And now, as BAM staff take their leave, the local community has a first-class harbour – and a lot more.

Designed to handle a daily catch throughput of 125 tonnes of fish per day, the harbour now includes an administration building, offloading building with cold rooms, auction building, a net repair building, a general store with fire fighting equipment, crew amenities, a canteen, fuel and water facilities, as well as a ship repair area with a dock for a mobile boat hoist.

A harbour and more

In addition BAM International has dredged the basin to the various levels given and has realised a wastewater treatment plant. BAM furthermore took care of all infrastructure, such as a bridge, roads, drains and MEP installations.

For BAM, this project will always be special because it was the first in which we applied the revolutionary

Xbloc, designed by our colleagues of BAM Infraconsult, to construct the breakwaters.

Reluctant to leave

Deputy project manager Koen Benders admits to have mixed feelings as the end of the project approaches. 'Right now we are dotting the last i's with regards to punchlisting and demobilisation of the equipment. The barges, filled with major equipment, have sailed from Dikkowita to the new marine yard in Ras al Khaima (UAE), and we are clearing out the yard and site offices. Soon it will be time to leave Sri Lanka, with a bit of reluctance as my family and I are having a wonderful time here, but also with eagerness to meet the new challenges ahead. A big thank you to all colleagues who made this project a success!' ■

When a plan comes together

PNG LNG update December 2011

With completion scheduled for year-end 2012, the construction of the LNG Jetty on the coast of Papua New Guinea is past the halfway mark. Engineering manager Ronald de Geus reports.

In the period up to October, we had our piling barge Barbeel in action on the construction of the loading and substation platforms. Despite the rough seas, she finished her job with all piles in perfect position. The IB428 crane barge assisted with the installation of the first of three tower cranes. Over the last couple of weeks, the tower crane at the loading platform and the Barbeel, now reconfigured to serve as a crane barge, have been installing this platform's bracing and temporary access. Once this is completed in December, we'll continue with the bracing and access for the substation platform.

Moving into the tidal flats

The cantilever bridge (CLB) and finishing bridge are both working their way through the mangrove area onto the tidal flats. In the meantime the design for the launching girder has been finished and we're busy awarding the fabrication package of this final piece of purpose-built equipment. The launching girder will be used to slide the piperacks from sea to land over the approach trestle and install them in their final position.

Meanwhile in the other locations

As we're nearing the completion of both precast fabrication at BAM Decorient and pile production in Batam, Indonesia, the team constructing the topsides in Thailand has been strengthened and they are kicking up the pace. The fabrication of piperacks is going well, and recently a start was made with the installation of the 42" and 44" stainless steel pipes in the piperacks. The PNG site team is looking forward to receiving the piperacks early next year. ■



A day at the races, Aussie style

Han Poort manages the LNG jetty project in Papua New Guinea from Brisbane, Australia, where he's been living and working for some years now. A light-hearted report on a great Aussie tradition which is also one of the biggest business networking opportunities of the year.

On the first Tuesday of November, all of Australia grinds to a halt for the Melbourne Cup, 'the Race that stops the Nation'. For those who don't know, the Melbourne Cup is a horse race and a very unique one at that. It's a race without handicap and with no age or gender limitations for the horses. It's also the horse race with the highest prize money in Australia: \$3.6 million. Above all, it's the top opportunity for Australians to give way to their passion for betting. In Brisbane, and I assume in all other cities around Australia, the day is taken as the opportunity to invite friends, colleagues and client

representatives to the race course, where we all sit in a Marquee, dressed in our party best, sip champagne and have lunch. There are several races scheduled at the various race courses, which are broadcast on national television. Until the moment, of course, that the Melbourne Cup race itself is run, and all attention is fixed on the wide-screen TVs positioned around the course. At this point attention returns to the real reason for this get-together. The ladies show off their dresses and headwear, and the men? They watch and drink, in good Australian

tradition. It's all good fun and once back home, we long for another Melbourne Cup next year. As my charming colleagues and I appear to say in the cartoonist's impression drawn at the event, 'Hear no evil, see no evil' ■



A cartoonist's impression made at the race course. We see Han Poort (PNG LNG Project manager), with to his left Maria Springer (Personal assistant and Office manager for the jetty team in Brisbane) and to his right Moreen Kelly (Senior HR advisor to the PNG LNG project, also based in Brisbane).

Works Council

Extra hands for the Works Council

As the Works Council is down on its numbers due to members leaving the company, the Board has kindly agreed to appoint Leila de Almada as our secretary. She won't be officially a member of the Council, but she will be able to take a lot of work off our hands. Leila will also continue her work as secretary at the Tendering & Engineering department.

The Works Council and the Board will of course continue their efforts to recruit new members. It's important that our members are an adequate representation of all employees within the company.

The New Workplace

BAM's Central Works Council recently took part in a second workshop on the topic of 'het Nieuwe Werken' (The New Workplace), or the changes in the way we work and interact with colleagues and customers, supported by the latest technology. During this workshop, the COR looked at the results of the e-monitor, a survey among 140

Works Council members in the various Dutch BAM subsidiaries. The findings of the COR are available in a report on the Works Council website. The BAM International Works Council will later present its evaluation of the report.

Social Annual Report

The Works Council is currently conducting a survey among BAM International personnel to measure their appreciation of the Social Annual Report and to determine if (and how) it can be improved. One suggestion has been to make the Social Annual Report an integral part of Intercom, our in-company magazine, like was done in 2010.

Contact and communication

If you'd like to know more about The New Workplace or any other subject, you are most welcome to contact one of the Works Council members. You can also find information on our website on SPOT. ■

Bert de Bruijn
Chairman

Aaron Hennessy's contribution to township housing charity

'No human being should live in a shack'

As announced earlier this year, BAM International Project manager Aaron Hennessy took part in Building Blitz 2011. Organised by the Niall Mellon Township Trust, a week of building provided quality housing for 500 people in the township of Witsand near Cape Town, South Africa.

Aaron Hennessy was one of the 600 Irish volunteers who flew in to South Africa in early November to raise the total number of homes built by the Niall Mellon Township Trust to 18,300.

Nearly 100,000 people are now living in proper houses instead of poorly built shacks. In addition to their voluntary labour the volunteers brought between 4,000 and 5,000 euro each to finance the campaign, partly from their own pockets and partly from fundraising activities in their home communities.

Deeply satisfying experience

'This was my first building blitz,' says Aaron, 'but it will not be my last. It was great to experience the work ethic, the banter and the laughter among the Irish volunteers. For the first time since I left Ireland in 2005 I have actually found myself to be a little homesick. Even better than that is to see how despite the poverty, the people of the township are still proud, joyful and dignified. Knowing that what we've built will make a lasting improvement of their lives is deeply satisfying.'

In 2012, the charity will celebrate its tenth anniversary. Its founder, Niall Mellon, is proud of the achievements of over 8,000 volunteers to date. 'Each and every one of them,' he says, 'has made a monumental difference to the people of the townships of South Africa. No human being should ever live in a shack.' ■



Aaron Hennessy volunteering some hard graft for the people of the Witsand township.

More information about the Niall Mellon Township Trust and the tenth anniversary 2012 Building Blitz: www.nmtownshiptrust.com

Vaishnav Rajeev, son of Rajeev Managath and Haya Rajeev, born on 12 October. Vaishnav received the BAM bear.



Proud father Maurice Wensing with his son Jelte, born on 24 October.



An expat in his spare time

Happy Joost

Joost Keessen, Design coordination manager at the Vale project in Malaysia, ran the Standard Chartered marathon and finished with a personal record, after a training schedule of twelve weeks.



Personnel October - November 2011

Entered service

Didik Metrajaya
Agus Oka Yoedana
Hari Martana W.

Hujjatul Islam
M. Rusman Noertika
Alan Finn
Laurens Schokking
Gary Gill
Karl Maxwell
Gerhard Messelink
Annemiek van Rosmalen
Patricia van Leeuwen
Leila de Almada
James Aikman
Liam Ahern
Mark Phelan
Sandra Brouwer
Emiel Meijer
Richard Hardstaff
Darren Simmonds
Allan Copeland
Gert Olivier

Senior engineer
Safety officer
Senior Recruitment & Education
Safety officer
Engineer
Operational manager
Planning & Engineering manager
Senior estimator
Junior cost controller
Project administrator
HR manager
HR assistant
Secretary
Project manager
Estimator
Estimator
Junior engineer
Site engineer
Senior estimator
Piling supervisor
Area commercial manager
Marine engineer

Tubafa, Indonesia
Tubafa, Indonesia
BAM Decorient office
Golar FRSU, Indonesia
Tubafa, Indonesia
BAM Decorient office
BAM Decorient office
Head office
Head office
Head office
Head office
Head office
Laela-Sumbawanga road, Tanzania
Head office
Head office
Head office
PNG LNG Project, Papua New Guinea
Perth, Australia
Monrovia Freeport, Liberia
Middle East/Gulf States
Middle East/Gulf States

Left BAM International

Wahju Rahmat
Ofy Rofialdy
Dede Priyatna
Michael M. Sierte
Laurensius Lamech
Cees Jurg
Stany de Clercq
Martin Spaans
Jolanda van Mameren
Nick Watts
Bas Schoots
Cees Otto
Johan Peters
Jan Kruger
Nick Watts

Senior engineer
QA/QC inspector
Senior engineer
Safety officer
Safety manager
Construction manager
Superintendent
Lead document controller
HR officer
Commercial manager
Project controller
BAM trainee
Site engineer
Safety manager
Area commercial manager

BAM Decorient office
Tubafa, Indonesia
BAM Decorient office
BAM Decorient office
BAM Decorient office
Aqaba Container Terminal, Jordan
Tanzam Highway, Tanzania
Head office
Head office
Regional office BAM Higgs & Hill
Head office
Laela-Sumbawanga road, Tanzania
BAM Clough JV, Australia
Aqaba Container Terminal, Jordan
Middle East/Gulf States

Transferred

Muhammad Yunus
Ali Kartono
Sugiharto
Indrajat Mulyana
Zainal Abidin bin Rachmat
Fridolin
Imron Rachmanu Adji
Robert Herbert
Jurgen Versteeg
Anton Geubbels
Paolo Gatta
Michael Verseput
Daan Aldenberg
Ashmatulla Malik

Senior M&E supervisor
Engineer
Superintendent
Engineer
Cost control engineer
Engineer
Cost control engineer
Superintendent
Area plant manager
Superintendent
Junior engineer
MEP engineer
Project engineer
Finance manager

From

Tempo Scan Tower, Indonesia
TMT Phs.2, Indonesia
BAM Decorient office
Tempo Scan Tower, Indonesia
Tempo Scan Tower, Indonesia
BAM Decorient office
BAM Decorient office
PNG Precast, Indonesia
Head office
Dikkowita Fishery Harbour, Sri Lanka
Head office
Dikkowita Fishery Harbour, Sri Lanka
Dikkowita Fishery Harbour, Sri Lanka
Dikkowita Fishery Harbour, Sri Lanka

To

Tubafa, Indonesia
Tubafa, Indonesia
Tubafa, Indonesia
Tubafa, Indonesia
Golar FRSU, Indonesia
Tubafa, Indonesia
Tubafa, Indonesia
Tubafa, Indonesia
Singapore office
Head office
Aqaba Container Terminal, Jordan
PNG LNG Project, Thailand
Monrovia Freeport, Liberia
Vale, Malaysia

The Board

'Challenging times, but we've come a long way'

The feedback we received from the OP in September was that it was highly productive and that people had enjoyed the sense of optimism that prevailed and the fact that we were all on the same wavelength. We couldn't have hoped for a better outcome when we introduced our Strategic Outlook 2015. Having a cohesive vision and measurable targets have made it easier to all work towards that one goal. The tangible results can be found in our growing portfolio.

There are several key factors to honing our competitive edge and achieving the growth that is at the heart of our strategy. First, our traditional strengths: we are known as quality contractors and innovative engineers in various niche markets. Using that reputation, we will keep looking for projects where we can do more than simply pouring concrete.

Second, the expertise of our sister companies in the BAM Group. This will open up further niche markets for us, such as hospitals and stadiums. Tunnelling is a further example of our diversification and under the banner of BAM International Tunnelling, we are offering our clients a full package of

tunnelling services together with Wayss & Freytag Ingenieurbau.

Third, we are improving our skills in bringing in repeat business. Stronger market awareness in all levels of the organisation will improve relations with our clients. We need to convince our global clients in particular that we can deliver and that we can add considerable value as they transcend geographical boundaries.

Fourth, we are strengthening and where necessary adjusting our organisational structure, with an emphasis on greater responsibility and accountability of our regional offices, all with the full support from Gouda head office, of course.

And last but certainly not least, our resources – in other words, our people. Their skills and knowledge are our key strength and clearly at the rate our portfolio is growing, we will be needing more like them.

It is my great pleasure therefore that the efforts of our staffing teams are paying off and I take this opportunity to congratulate them on their commitment and hard work. I would also like to welcome the many highly qualified people who have joined our company in recent months and I wish them well at BAM International. Finally, I would like to say how much we appreciate the efforts of colleagues from our BAM sister companies who have taken office at



BAM International. In addition to lifting the workload, they are strengthening our partnership with their home companies.

Martin Bellamy
Managing director

Tender managers hone their skills in a special masterclass

The art of tendering

BAM International is keen to grow its business, and that starts with preparing winning tenders, says Manager Tendering & Engineering Michael van den Hoonard. To improve the success rate of this process, our tender managers followed a masterclass that focused on aspects like involving technical experts, presenting proposals, and – most importantly – understanding clients' needs.

'The best way to grow is to increase our Tender Scorings Rate – in other words, win more work while doing the same number of tenders,' says Michael. 'Our investigations show that if we put more effort into certain aspects of the tender, we can get better prepared tenders with sharper prices and more predictable end results, which are more likely to win business. Both clients and BAM International benefit, as tenders that have been prepared in more detail more often result in projects executed in line with the tender, making work preparation and execution more efficient.'

This year, a masterclass in tender management was organised for a number of our tender managers, focusing on several crucial topics. For example, the benefits of leading a creative session early on in the tendering process. Or having a brainstorm session with your new partner and discussing the challenges

that the new partnership will face during the tender and once the project is awarded. This can help parties develop a shared vision but also identify topics needing extra attention.

Confidence

Training also focused on the presentation of tenders in tender audits and the process of tendering itself. 'If we all use the same method, we have more flexibility to allocate tenders to the right tender manager,' says Michael. An important conclusion participants reached was that developing a relationship with the client at an early stage is a key factor in being awarded a project. 'This is especially true when price differences are small and the client's choice is determined by service levels or their confidence in us.'

All easily said but how do you train these skills? Participants attended a



spring and a fall session out in the country, full of interactive and inspiring training activities led by expert trainers. In these sessions, group members challenged each other and exchanged ideas and experiences from all over the world. 'Our challenge now,' Michael says, 'is to keep all the new insights alive and use them successfully in the tenders to come.' ■



Michael van de Hoonard discussing the art of tendering, flanked by Bas Schoots (left)

Strategy 2015 update

What has been going on since the introduction of the Strategic Outlook 2015? A lot, that is for sure. To keep up with developments, Intercom is introducing a new regular item: the Strategy 2015 update. In addition to the SPOT newflashes and announcements, we will keep the finger on the pulse and present some of the highlights and their background.

Tendering & Engineering: more than a new name

Better use of commercial and engineering expertise: that, in a nutshell, is the idea behind the new Tendering & Engineering department. This has grown out of the Planning & Engineering department, but there is more to it, especially in terms of commercial, competitive thinking and the distribution of engineering expertise through all stages of tendering and production. Michael van den Hoonard leads the team at the tendering stage, while Dean Pearson will join the company as Manager Engineering per January 2012. These are the most visible changes in the organisation, as part of a subtle re-organisation scheme that will leave BAM International a stronger, more competitive and even more flexible organisation.

Going underground: BAM International Tunnelling

As an excellent example of synergy between BAM sisters, BAM International is now joining forces with Wayss & Freytag, BAM's German specialists in all possible tunnelling techniques. As BAM's clients are increasingly looking to markets outside of Europe to realise their ambitions, the two BAM sisters will be able to deliver the full range of tunnelling services, from design studies to actual construction. Opportunities are there in the transport, utilities, mining and oil and gas industries. Under the banner of BAM International Tunnelling the two companies bring manpower and a fleet of their own equipment, all backed up by decades of international experience and a strong financial background. ■

'Still some way to go'

As the Laela-Sumbawanga road project in Tanzania is taking shape, Project manager James Aikman shares his experience of arriving and settling in at a brand new location.

I joined BAM back in August having previously worked in both West Africa and the Caribbean on various road and marine projects. I am now living on the camp here in Sumbawanga with my wife Daisy and our eight-months old twins, little girl Kayla and boy Tristan. Camp life takes some getting used to after having spent the past five years living in a four-bedroom villa with pool overlooking the Caribbean sea in Jamaica. My wife was more than a little worried when our small 12-seat

airplane commenced to land on what looked like an old dirt football field. This was actually the Sumbawanga airport runway.

Optimistic about the project...

As far as the project is concerned it has been a challenging first few months. Many organisational and operational issues had to be resolved. On a positive note, production is now improving and getting better weekly. October was our best month ever on the project. The team is beginning to gel and the overall atmosphere on the project is far more positive.

Despite having a long way to go, we as the project management believe that we can make the project here in Sumbawanga a relative success both in terms of the road and working in joint venture.

...despite complications

Sumbawanga is very remote and that in itself makes the logistics very complicated. Getting the right thing in the right place at the right time at the right price takes an enormous amount of planning and coordination. Simply missing one small spare part of an essential piece of equipment can result in weeks of delay and therefore the focus needs to be on planning the operations accordingly.

So far, due to the acute demands of the project none of us have had much time to explore Tanzania beyond the camp or the site. However, we look forward to seeing more of the country over the next 18 months. ■

James Aikman with twins Tristan (blue top) and Kayla



CSR Quiz 3

The answers to the third round

These are the correct answers to the questions of the third round of the CSR quiz:

1. In order to promote the use of sustainable timber, BAM has an agreement with an NGO called the *Borneo Initiative*.
2. The term 'Cradle to Cradle' is used to express a framework that *seeks to create systems that are not just efficient but essentially waste free*.
3. In 2010, the highest percentage of women employed within the BAM Group was *found in the UK*.
4. The framework for sustainability reports around the world is based on a model by *Global Reporting Initiative (GRI)*.
5. Greenhouse gasses are *necessary to sustain life on earth*.
6. BAM International considers local legislation requirements *the absolute minimum standard for our operations*.

We were pleased to see that you all had a lot of the answers right again. You certainly take CSR seriously. We are looking forward, therefore, to handing out our prize to the overall winner – an iPad 2.

Keep sending in your answers! ■

Intercom is the company magazine for the employees of BAM International and is issued quarterly. The editorial board retains the right to cut down or edit provided articles in accordance with the goal and the target group of the magazine whenever it is necessary.

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Our thanks go to everyone who has contributed stories, comments and pictures for this issue. Please keep them coming!

CSR Quiz 4

Intercom supports BAM International's 2011 CSR campaign with a quiz that lets employees test and enhance their knowledge of CSR in general and BAM's policy in particular.

Why this quiz?

The quiz ties in with BAM International's 2011 CSR campaign to raise awareness of CSR related subjects.

How does it work?

- Answer the questions via the CSR quiz button on SPOT.
- If you don't know the answers straightaway, try looking them up on the Internet or (if a question is about BAM policy) in one of our previous publications.
- Answer the questions before 31 January 2012. After this date, the questions will be blocked.
- After 31 January 2012, we will publish the answers. You won't be able to see how you did compared to other contestants, but you will be able to check if you got your answers right.
- At the beginning of February 2012, the winner will be announced.

Who can participate?

The quiz is open to all BAM employees worldwide (with the exception of the quiz committee).

How can you win?

The winner is the BAM employee who over the whole year has the most correct answers. If more than one employee has the winning number of correct answers, a lottery between them will determine the winner.

How can you win?

There will be only one winner, but he or she will get a valuable prize: an Apple iPad 2!

1 In September 2009, Forum ETHIBEL awarded BAM Group the Ethibel EXCELLENCE label. Forum ETHIBEL is:

- a) an NGO that screens the market ethics of a company
- b) a Dutch government label for low energy consumption
- c) an EU organisation, the 'watchdog' of sustainable construction

2 The international labour organisation states that the minimum age for employment is:

- a) 14 years
- b) 15 years
- c) 16 years

3 Greenhouse gasses...

- a) cause extreme weather conditions
- b) occur naturally in the atmosphere
- c) come from greenhouses

4 A plane journey of 1500 kilometres produces on average:

- a) 266 kilogrammes of CO₂ per passenger
- b) 216 kilogrammes of CO₂ per passenger
- c) 166 kilogrammes of CO₂ per passenger

5 The framework agreement between Royal BAM Group and Building Woodworkers

- a) promote the use of sustainable timber
- b) protect workers rights
- c) protect the environment

6 BAM International's underlying corporate values include:

- a) creativity and flexibility
- b) honesty and integrity
- c) all of the above

About the quiz

If you have any questions about the quiz, please contact us at csrquiz@baminternational.com. You can also use this email address to send in your answers in case you are not able to enter SPOT.



Last round!
Who will win the iPad 2?